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DDA 76-5395

1 NOV 1976

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Personnel Development/Training

REFERENCE : Your Memorandum for Ex Sec, DD's and
Comptroller dated 10 August 1976, Subject:
Additional Action Items Arising Out of the
1978 Program Review

1. This memorandum is in response to paragraph 3 of referent, which requested a review of Agency planning for personnel development, and proposed utilization of the Personnel Development Program (PDP) as the means of improving and monitoring the training plans. The request has several facets, i.e., the development of executives and managers, maintenance or improvement of the professional expertise of individuals (currency in the state of the art), and a program to insure training begins early in an employee's career.

2. In referent request, you state your desire to have the PDP accommodate this vital dimension of personnel development. The study and recommendations offered below have been prepared with this caveat in mind. I believe, however, that in the area of ensuring professional proficiency of our managers, analysts, scientists, engineers, administrators, etc., that we need not be restricted to use of our existing mechanisms. These tend to focus on deliberate and phased development over the long haul. I suggest that supplemental efforts based on short range, including self-initiated, considerations should not be ignored. An example is the SEMP (Senior Executive Management Proficiency) program recently inaugurated in this Directorate. To complement our current procedures and the recommendations of this memorandum, I have requested my staff to explore and to prepare recommendations on additional ways and means to encourage the maintenance and enhancement of the proficiency of our professionals.

3. The PDP, which is a responsibility of the Head of the Career Service, was designed to serve the purpose of planned training and development of Agency personnel. The

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PDP originally related only to executive level personnel, but was subsequently expanded to produce Developmental Profiles, i.e., career tracks for all professions and disciplines of the individual Career Service or Career Subgroups. Part I of the PDP, Executive Level Development, focuses on three major aspects of executive development: the identification of executive level positions, and more particularly those becoming vacant over a three-year period; the identification of executive level personnel fully qualifying for the vacancies, and the identification of officers in the GS-13 to GS-15 grade range who show potential for executive development. A vitally important aspect of the planning for this third group is the list of training courses and assignments determined to be essential to the development of the individual officer. This part of the PDP is developed at the Career Service Subgroup level, reviewed and consolidated into a Career Service report and subsequently consolidated into an Agency report, with a statistical analysis for the DDCI's review. Name listings are required, but are normally retained by the Head of the Career Service for individual review with the DDCI. The FY 77 PDP statistical report and analysis is now being compiled and is scheduled for the DDCI's review in late October.

4. Part I of the PDP has an evaluation or monitoring feature in that it requires a report each year of the plans previously programmed which were actually implemented. In addition, several charts of the APP require a report of PDP involvement; rotation, advanced training, separations and retirements, EEO charts. Implementation of training plans is also a concern of OTR and the course enrollment form is being revised to record whether or not the training requested is in response to PDP planning. The information will be considered in selecting enrollees for the course in question.

5. Insofar as maintenance of professional expertise, or currency in the state of the art is concerned, we believe the Developmental Profiles, Part II of PDP, can be used to strengthen this area. The Profiles prepared by the individual Offices or Directorates are designed to provide a career track or progression for the disciplines or profession of the respective offices. Within the framework of appropriate grade

DDA 76-5395

SUBJECT: Personnel Development/Training

structures, they reflect assignments and training which could reasonably be expected at those levels. Profiles for the four Directorates have now been completed and published. They are available to all personnel of an Office or Directorate, and the Office of Personnel maintains copies of the Profiles of all the Career Services for the review of employees interested. We believe these Profiles can be the mechanism for insuring maintenance of the professionalism of our employees. A follow-up review of the Profiles has been tentatively scheduled for early 1977 to evaluate the validity of the plans, gather ideas for revisions and share experience in use. We will ask these evaluations give particular emphasis to any necessary revisions, to include internal and external training, which will maintain or enhance the professionalism of our personnel as a whole.

6. In summary, the Agency's personnel management system contains the basis for a planned training and development program, but there is no question that there is need to improve understanding and implementation. Following are recommendations which we believe help achieve these ends:

a. The responsibility of Heads of Career Services for the proper development of the PDP for their respective Career Service and for implementation of the plans contained therein be reaffirmed by the DDCI.

b. Career Services be requested to evaluate the current use of the Developmental Profiles and revise, as necessary, to include state of the art training courses at appropriate levels in the career track.

c. Career Services identify the employees who belong to or are associated with the individual career tracks to insure employee and supervisor awareness of the value of using the Profiles for developmental planning including the recommended training.

d. The Career Service Senior Training Officer be responsible for monitoring training enrollments to

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insure compliance with the PDP Part I plan for individual officers. Training for personnel not specifically identified in PDP Part I should also be monitored to insure individuals are receiving training in accord with the Profile recommendations and that all concerned individuals are considered for training.

e. The Training Selection Board be provided with the PDP Part I training plans, by name of employee and programmed development, of the respective Career Services for review when making senior school selections.

f. The Career Service Senior Training Officers should, in conjunction with OTR, advise, review and make recommendations for the Training parts of the Developmental Profiles.

John F. Blake

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